

A photograph showing the lower legs and feet of a person walking on a path made of colorful, rectangular tiles in the colors of a rainbow (red, orange, yellow, green, blue, purple). The person is wearing black pants and black sneakers. The path is bordered by green grass on the left and a grey concrete curb on the right.

Leading With Our Values

Annual Report
2021 | 2022

SOLUTIONS THAT CHANGE LIVES
DES SOLUTIONS QUI CHANGENT DES VIES

THUNDER BAY 
COUNSELLING

1967-2022

55

**Celebrating 55 years
of providing value-
based service**

Who We Are

Established in 1967, Thunder Bay Counselling is a not-for-profit provider of personal, family and workplace services. We provide counselling, psychotherapy, education and support services to help people make positive changes in their lives, and foster a healthy community.

Clients come to us from diverse backgrounds, cultures and professions. All of our programs and services are offered in confidence, and include subsidized or fee for service solutions.

Leading With Our Values
Annual Report 2021 | 2022

Message from the Board Chair

As I reflect on this past year, I am proud of this organization and its many accomplishments.

Thunder Bay Counselling has maintained an unrelenting commitment to continuous quality improvements at all levels of the organization. This has helped guide and shape our decision making at both the governance and operations levels. We have committed to supporting the people we serve by providing quality services and identifying opportunities to innovate, grow and introduce new initiatives.

This year, Thunder Bay Counselling formalized its longstanding partnership with Children's Centre Thunder Bay by signing a Strategic Alliance. The Strategic Alliance helps to maximize efficiencies in services to better meet the needs of people in Thunder Bay and District. The partnership is an extraordinary example of how innovation and collaboration can create new opportunities to transform service delivery.

The Board of Directors has also developed a new strategic plan, which involved a vigorous process to engage stakeholders, community partners and

the community. The Board wanted to ensure that we arrived at a plan that reflects the needs of the people and communities we serve. The strategic plan provides a new roadmap for Thunder Bay Counselling that focuses on quality; diversity, equity and inclusion; organizational health and a shared responsibility.

As an outcome of the new strategic plan, the Board of Directors has restructured its governance model to build frameworks and committees to help achieve our strategic priorities. The new structure will help us to effectively enhance and monitor our governance accountabilities, and maximize Board performance and decision making.

I want to take this opportunity to thank everyone who has contributed to the important work we do - the volunteer Board of Directors and Thunder Bay Counselling staff, and our community partners and clients. It is only because of their dedication and hard work that we can focus on and lead with our core values as an organization - people first, social inclusion, flexibility, quality and shared responsibility.



Renée Monsma,
Board Chair

Message from the Chief Executive Officer

If the pandemic has taught us anything, it's the importance of staying true to our values as people and organizations. In 2021, we thought it prudent to reflect on these values and to reinforce our commitment to the principles that will continue to inform and guide our operations through good times and bad.

During these past few challenging years, we have realized the importance of putting people first - both from the perspectives of individuals seeking services and from the perspectives of our own staff.

People first means looking at the world from a different view and working outside the box when necessary to ensure that we are truly meeting the needs of individuals and communities. To be successful, we are listening to input from those with both lived and living experience, and adapting our approaches to deliver care when, where and how its needed.

A key component of people first is ensuring that we understand and accommodate the individual circumstances, conditions and barriers facing our clients. Diversity is also growing in Thunder Bay and it has become more important than ever that we work to remove all types of service inequities. Thunder Bay Counselling is applying an equity, anti-racism and anti-oppression lens to everything we do in order to improve health and wellness outcomes for everyone. Our work engages diverse stakeholders who can help us to improve our organizational practices and find new solutions to eliminate discrimination.

In 2022 forward, Thunder Bay Counselling will continue to be flexible in how client services are developed and offered, while strengthening quality. Fortunately, we are small enough to adapt to the changing needs of the community as they arise, and at the same time, we are large enough to deliver on our service quality commitments.

We also know that we cannot be successful alone. Thunder Bay Counselling relies on the right people and partners to deliver quality and accessible care. Throughout this report, we have highlighted some of our collaborative initiatives that are enhancing our overall impact on community wellness. Our new strategic priorities for the next three years will further advance partnerships that build an inclusive, supportive and well community.

Through new approaches and better ways of working, we are becoming a healthier and more appealing place to work. Our commitment to the personal and professional well-being of our people is steadfast and through several initiatives, including a flexible work environment, we are changing our own internal cultures.

I am grateful to every person who has been part of our journey this past year including our staff, Board, volunteers, partners and clients. We are here today because of your input, energy, creativity, flexibility and trust. Together, we are centred by our shared values as we continue to change and grow.



Nancy Chamberlain,
Chief Executive Officer

"Throughout all the challenges presented over the last few years, we have never jeopardized our value of quality – quality services, quality governance and quality leadership. We are continually and creatively flexible in responding to client needs. People trust us to deliver high quality services."

*Nancy Chamberlain,
Chief Executive Officer*

Listening to our Community

Thunder Bay Counselling engaged with diverse community stakeholders to develop a new Strategic Plan. The new plan includes updated vision, mission, and values statements to reflect the changing needs of our unique clients and communities.

Our Vision

Inclusion, support, and well-being.

Our Mission

To support people's quality of life through the provision of community-based services that contribute to mental health and well-being.

Our Values



People First

We believe all people have the right to accessible care that puts their needs first.



Social Inclusion

We believe in dignity, respect, compassion, and self-worth for all people in all that we do.



Flexibility

We believe in evolving in response to change.



Quality

We believe in high quality in everything we do.



Shared Responsibility

We believe we are stronger together in working to promote individual and community wellness.

Solutions for Everyone

Thunder Bay Counselling continues to offer its services to people across the lifespan. In 2021-2022, we used what we learned about virtual services through the pandemic and began offering a hybrid service model. This new model provides options based on client needs and preferences. As a result, all services are now available both in-person and virtually.

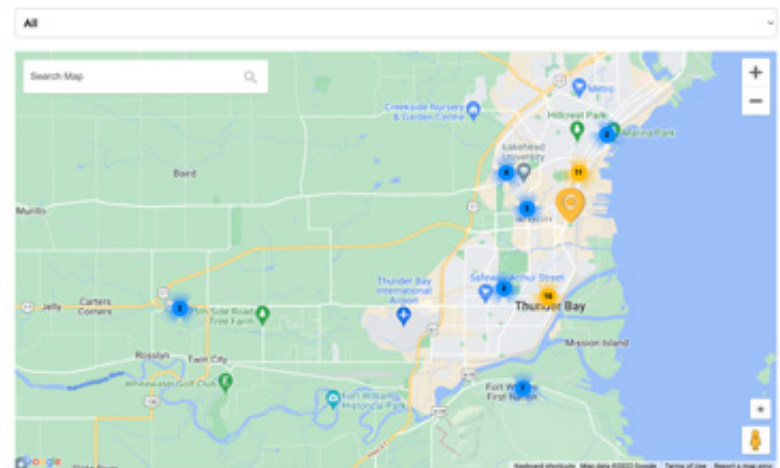
2021-22

With continued uncertainties in the community about the availability of counselling services, we launched several initiatives in 2021 to ensure people knew about us and the services available to them. Highlights included:

- ▶ A new video series about Thunder Bay Counselling and the variety of services and programs offered.
- ▶ A virtual open house about child and youth services for the general public as well as other referral organizations
- ▶ Launch of a new digital services map in partnership with other victim services organizations during Victims and Survivors of Crime Week.
- ▶ Year-round marketing and promotions using social, digital and print media.



Video Series



Digital Services Map



Highlights

- ▶ With a donation from the Port Arthur Rotary Club of Thunder Bay, we offered Human Trafficking training at no cost to the community. The intent was to raise awareness about the signs and symptoms of human trafficking, provide engagement tools to keep people safe, and provide information about how to access community resources for victims and survivors.
- ▶ We shifted the focus of the Financial Counselling Program from credit and debt management to financial empowerment to better meet the needs of local people. The program now focuses on providing counselling, coaching and financial literacy education with the goal of improving overall health and well-being.
- ▶ In our Counselling & Psychotherapy programs, we focused on timely access to counselling services with no cost. We were successful in obtaining new sources of funding so that more people were able to participate in counselling without paying a fee.
- ▶ The staffing model in Addiction & Mental Health programs was updated to allow Addiction Counsellors to meet clients where they are at in the community, and offer a broader range of services.
- ▶ Child & Youth staff overcame barriers caused by the pandemic to allow children and youth to continue accessing services. Staff met safely with young people in their vehicles, outdoors, and at various community locations. They also ensured youth had access to technology and other necessities including food.
- ▶ There has been an increased need for counselling through our Employee Assistance Programs (EAP) as employees have continued to struggle with ongoing workplace change and instability. Counsellors have developed expertise in assisting clients with the anxieties and stressors related to the pandemic and the lifting of protocols. Through its EAPs, Thunder Bay Counselling supported workplaces with a variety of workshops to provide information to employees about coping, resiliency and stress management.

Who We Served

1029

youth served to improve their mental health, safety, living situation and life skills.

Child & Youth

- ▶ Alternative Dispute Resolution
- ▶ Assessment & Referrals
- ▶ Youth Counselling
- ▶ Life Skills Groups
- ▶ Court Support for Victims & Witnesses
- ▶ Youth-In-Transition
- ▶ Housing Support
- ▶ Human Trafficking
- ▶ Substance Use

28%

946

people received support for their addiction and mental health needs.

Addiction & Mental Health Programs

- ▶ Alcohol & Drug Assessment
- ▶ Treatment Planning & Referral
- ▶ Pre-treatment Stabilization
- ▶ Case Management Support
- ▶ Counselling & Psychotherapy

26%

219

people helped with their personal financial struggles.

Financial Counselling

- ▶ Financial Counselling and Coaching
- ▶ Credit Counselling and Debt Management Plans
- ▶ Assistance to Access Banking and Income Supports/Benefits
- ▶ Financial Literacy Education
- ▶ RESP Information and support

6%

1433

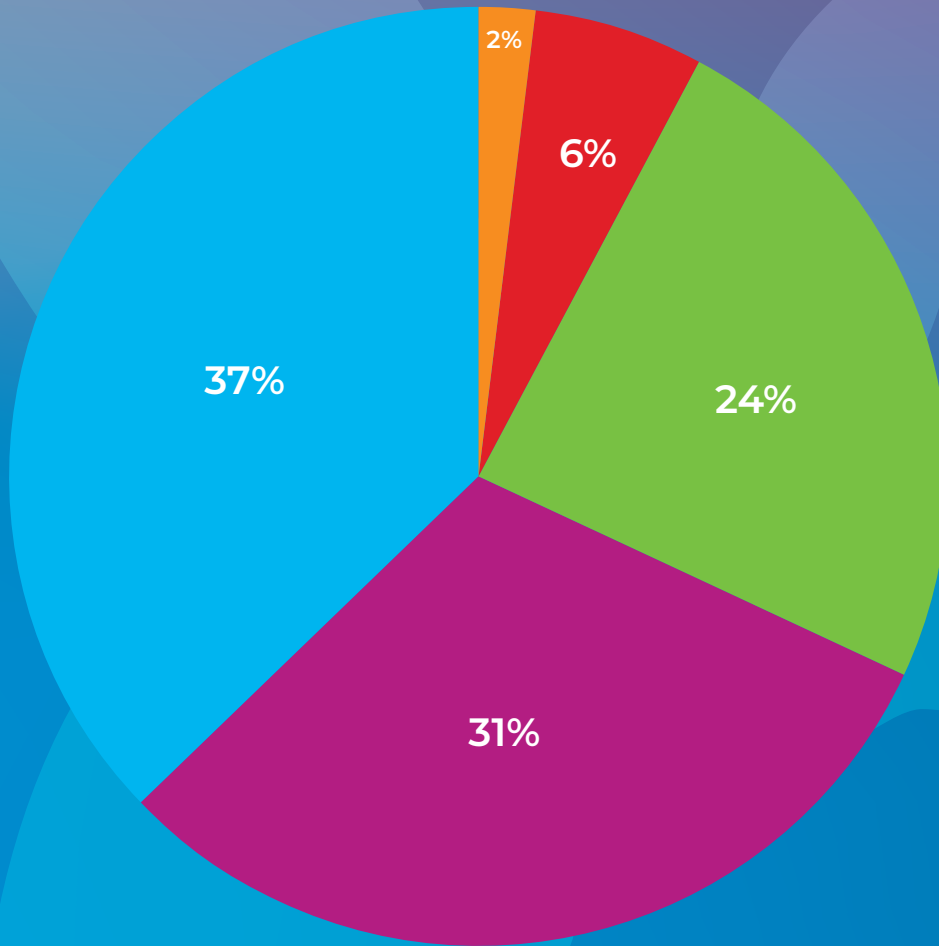
people supported with Counselling and Psychotherapy services.

Counselling & Psychotherapy

- ▶ Abuse
- ▶ Anger
- ▶ Depression & Anxiety
- ▶ Intimate Partner Violence
- ▶ Grief and Loss
- ▶ Relationships
- ▶ Sexual Violence & Harassment
- ▶ Sexual Orientation
- ▶ Gender Based Violence
- ▶ Stress
- ▶ Trauma

40%

Our Costs



Total 2021-22 Expenditures:
\$4,003,448

	Addiction & Mental Health	24%
	Child & Youth Services	37%
	Financial Counselling	6%
	Counselling / Psychotherapy	31%
	Central Administration	2%



For a copy of the 2021-22 Audited Financial Statements contact Allane Danchuk, Director of Business & Finance:
allane.danchuk@tbaycounselling.com



Staff Testimonial

"I recently joined the Counselling/Psychotherapy team at Thunder Bay Counselling. I have found TBC to be a dynamic and supportive working environment, with opportunities for professional development and personal growth. My co-workers are friendly, and the staff go out of their way to make this a positive workplace. At TBC, we engage with the community, which makes my work both meaningful and rewarding."

*Rafaela Jobbitt, MSW, RSW
Counsellor/Psychotherapist*

Client Testimonial

"I just want to thank you for all you have done for me. You have helped me in so many ways. You have listened to me, gave me advice and have been my backbone when I didn't feel strong enough. You have supported me in all that I have done. Through my hardest times you have guided me in my life. I know I would not have gotten through to where I stand today and where I am in life. You are not just a counsellor but a friend and an angel. Because of you I am where I am today.

Thanks for not only being my counsellor, but my dear friend. I can not express the appreciation and respect I have for you. I wish you all the best in life and please know I will never forget your advice and guidance that you have shown me. You truly are an amazing wonderful person in this world. Thank you so much from the bottom of my heart."

Client

Collaborating with Others

Thunder Bay Counselling values working together to be stronger in promoting individual and community wellness. All of its programs and services are offered in partnership with other organizations, either formally or informally. In the past year, partnerships and collaborations have continued to grow.

There has been focus on:

- ▶ Improving seamless access to mental health and substance use services for children and youth
- ▶ Improving seamless access to mental health services for people transitioning from children to adult systems
- ▶ Improving access to walk-in counselling clinics offered across the community through shared promotion
- ▶ Increasing awareness of the issues faced by victims and survivors of crime and the services available to them
- ▶ Increasing access to ID clinics
- ▶ Increasing availability of support for children and youth who have witnessed violence against women



On February 16th, Thunder Bay Counselling and Children's Thunder Bay announced to the community our strategic alliance.

The Alliance aims to increase efficiencies and maximize resources to deliver the best possible services to children, youth, adult and families in the District of Thunder Bay and area.

The Alliance is not a merger and instead leverages the unique strengths and assets of each organization to enhance our collective reach and impact. We will keep our independence while engaging in new levels of governance and operational cooperation.

Partner Testimonial

“Working together with Thunder Bay Counselling, we can better address gaps in the system, improve access, remove barriers, and provide the best possible service experiences. It’s about being efficient and innovative through service integration and shared leadership to realize improved community outcomes.”

*Diane Walker
CEO of Children’s Centre
Thunder Bay*



Workforce Evolution

Leading with our values extends to the workforce. Thunder Bay Counselling values a workplace where all staff are recognized for their unique contributions and provides support, flexibility and collaboration.

In the face of the health human resources crisis in Ontario and Thunder Bay, we engaged staff through surveys, meetings and focus groups to explore ways to keep Thunder Bay Counselling a workplace of choice. We have begun looking at ways to be a more flexible workplace, taking into consideration both hours and location of work. In 2021-2022, we introduced a new leadership structure to improve efficiencies and promote a work environment where staff are better supported.

Thunder Bay Counselling is a workplace where the diverse needs of staff are valued and recognized. HR processes support diversity, inclusion and the well-being of our people. As human resources mobility continues to grow across our sector, we have challenged ourselves to be creative in employee recruitment and retention strategies. Over the past year, we have successfully recruited highly qualified staff and have been able to support current employees to maximize their strengths and interests, and identify new career opportunities.



Leadership Structure Meet our Leadership Team!

Thunder Bay Counselling's new leadership structure was fully implemented in 2021-22. The new structure was designed to ensure all levels and functions of the organization are supported while minimizing silos and improving efficiencies.



Nancy Chamberlain
CEO



Allane Danchuk
Director of Business
and Finance



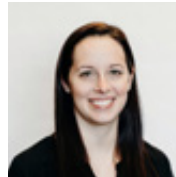
Sheri Fata
Director of Programs
and Services



Tara Gauld
Director of Programs
and Services



Diana Prairie
Supervisor, Counselling and
Psychotherapy Services

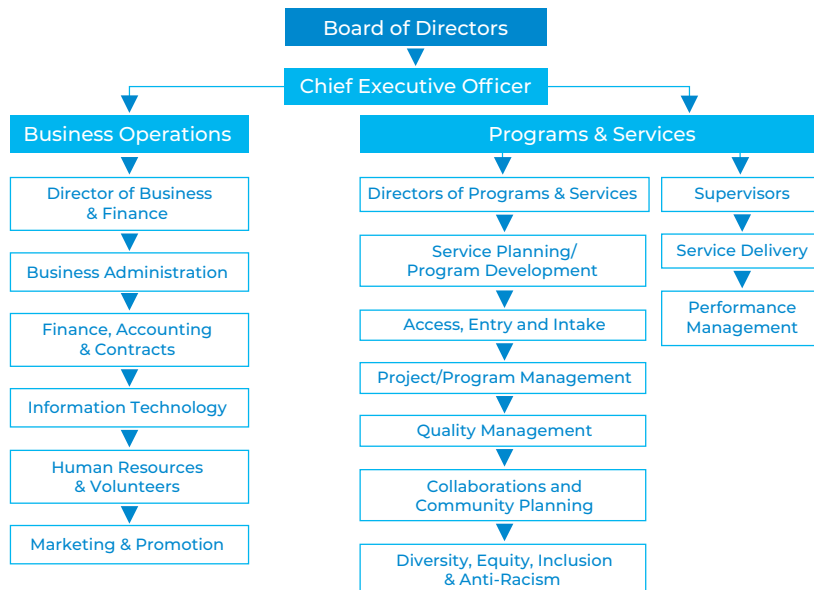


Marianne Wylie
Supervisor, Addiction and
Mental Health Services



Kris Carlson
Supervisor,
Child & Youth Services

Organization Structure



Years of Service

In 2022, we thank and recognize these staff for their dedicated years of service to Thunder Bay Counselling:

25 years

*Allane Danchuk,
Director of Business & Finance*

20 years

*Karen Scott,
Executive Assistant*

5 years

*Kris Carlson
Supervisor, Child & Youth Services*

*Karen Shalley,
Financial Counsellor*

*Cassie White,
ADR Coordinator*

Stepping Into Our Future

2022-2025

The TBC Board of Directors has developed the following strategic directions to guide the organization over the next three years:



Diversity, Equity, Inclusion, and Anti-racism (DEIA)



Excellence Through Quality



Organizational Health



Shared Responsibility

“Our strategic priorities will need to be balanced with our value of people first while the demand for service and resulting wait times continue to grow.”

Renée Monsma, Chair, Board of Directors

Diversity, Equity, Inclusion, and Anti-racism (DEIA)

- › Reduce inequities to improve health outcomes
- › Apply an equity, anti-racism, and anti-oppression framework
- › Practice cultural humility to facilitate cultural safety
- › Apply a trauma lens to our work that addresses the significant impact of colonialism
- › Engage with diverse stakeholders to improve organizational practices

Organizational Health

- › Optimize human resource capacity to effectively deliver high quality services
- › Prioritize opportunities for growth and development that support succession planning
- › Practice innovation and flexibility to create an inspiring workplace to be an employer of choice
- › Apply a DEIA framework to human resource practices

Excellence Through Quality

- › Implement quality standards that improve systems of care and outcomes for people of all ages
- › Engage people with lived and living experience to ensure codesign
- › Leverage info and technology systems to capture quality indicators
- › Develop a risk management framework to effectively identify and mitigate risk
- › Continue to improve and evolve programs and service delivery models
- › Develop and implement a governance quality plan

Shared Responsibility

- › Evaluate current and future partnerships to ensure the organization is engaging in high impact partnerships
- › Drive system leadership in health care transformation
- › Anticipate the needs of changing community demographics
- › Collaborate with local, regional, and provincial partners to address system priorities

2021-2022 BOARD OF DIRECTORS

Renée Monsma	Chair
Tuomas Minor	Secretary
Carlina Marchese	Member at Large
Rose Bakke	Director
Katherine Couzelis	Director
Heather Gray	Director
Aimee Jaun	Director
Terra Lofts	Director
Gustavo Petterle	Director
Ardelle Sagutcheway	Director
Kari Wesley	Director
Resigned Mid-Year	
Melissa Beaucage	Director
Becca Stephenson	Director

A SPECIAL THANK YOU TO OUR FUNDERS & DONORS

Thunder Bay Counselling acknowledges and thanks our funders, donors and other contributors for their financial support of our programs and services in 2021-22.



Ministry of the Attorney General
Ministry of Children, Community and Social Services
Ontario Health
Ontario Health North



DONATIONS & SPECIAL CONTRIBUTIONS

White Macgillivray Lester

Paterson Foundation

Canadian Women's Foundation

Port Arthur Rotary

Private Donors

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544 Winnipeg Avenue
Thunder Bay, ON P7B 3S7
(807) 684-1880
community@tbaycounselling.com

tbaycounselling.com

